
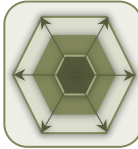




Strategic Plan

2015-2020-2030

MISSION STATEMENT		VISION STATEMENT	
The Mission of the City of Ankeny is to provide high quality municipal services, excellent customer service, and sound fiscal management. We engage our community - producing a greater quality of life and are advocates for Ankeny - protecting the community’s interests.		Ankeny 2030 has a hometown feel and great community spirit and identity. Ankeny residents enjoy a safe community, an active lifestyle, easy movement and access to the area. Ankeny is a successful business center. “Ankeny – Bringing it All Together”	
GOALS 2015-2020			
			
High Performing City Organization: Financially Sound, Providing Service Value	Responsible Growth and Revitalization	Preservation of Ankeny’s Hometown Feel	Ankeny as a Successful Business Center
OBJECTIVES			
<ul style="list-style-type: none">• Deliver City services at the current tax rate• Maintain a high performing City Team• Evaluate City services and programs in light of City mission and service value• Maintain high level of citizen satisfaction• Enhance services and adjust fees in a financially responsible manner	<ul style="list-style-type: none">• Maintain neighborhoods• Guide future growth by City vision and development standards• Facilitate development of I-35 & NE 36th Street and Prairie Trail areas• Improve mobility and reduce traffic congestion• Improve storm water management• Revitalize older commercial areas	<ul style="list-style-type: none">• Maintain strong partnership with School District to support top quality schools and educational programs• Maintain identity with easy access to region• Reputation as the preferred community for families• Maintain and enhance community organizations• Maintain a safe community	<ul style="list-style-type: none">• Expand the commercial tax base• Support the Ankeny Regional Airport• Continue reputation as “business friendly”• Increase the number of targeted businesses• Maintain partnerships with business community and economic development organizations• Cultivate small business development
VALUE TO RESIDENTS			
<ul style="list-style-type: none">• Value for property tax dollars and fees paid• Reliable, top quality services• Financial stewardship• Stable tax rate• Less tax burden on current taxpayers• City services delivered in a cost-effective manner	<ul style="list-style-type: none">• Protection and enhancement of property values• Predictable future growth• Growth paying for growth• Predictable, acceptable travel times• Protection from flooding• Easier movement within Ankeny and Des Moines region	<ul style="list-style-type: none">• Ankeny is "hometown" for all residents• Affordable for all types of families• Opportunities to be involved in the community• Neighbors knowing and helping neighbors• Responsive City government• Ankeny is a self-contained City	<ul style="list-style-type: none">• Job opportunities in the City• Additional hours in the day with 5-minute commute• Opportunity to develop and grow a business• Positive environment that supports private investment and business success
SHORT TERM CHALLENGES AND OPPORTUNITIES			
<ul style="list-style-type: none">• Planning City facilities• Defining core City services• Increasing demands for services• Enhancing trust and teamwork throughout City organization, increase "bench strength"• External forces: WRA, federal & state• Increasing cost of business• Willingness to pay for excellent quality services	<ul style="list-style-type: none">• Determining CIP projects and funding• Supporting growth rate• Traffic volume and road capacity• Managing storm water runoff• Maximize community benefits for I-35 & NE 36th Street area• Distinguishing “wants” from “needs”• Lack of contractors• Aging neighborhood infrastructure	<ul style="list-style-type: none">• Complexity of growing population• Responding to generational needs• Maintaining Ankeny’s identity in the region• Maintain "hometown" feel with increasing population• Bringing residents together• Personal safety and security• Expanding regional participation• Hometown feel: perception vs reality	<ul style="list-style-type: none">• Attracting business with quality jobs• Balancing new business growth with redevelopment of older areas• Opportunities to collaborate with economic development partners• Land available with infrastructure• Defining Ankeny’s goals and participation in Cultivation Corridor• Expanding distribution businesses• Attracting retail businesses
LONG TERM CHALLENGES AND OPPORTUNITIES			
<ul style="list-style-type: none">• Managing debt service levy• Developing alternate revenue sources• Being an "employer of choice" and a great place to work• Maintaining technology infrastructure• State of Iowa Legislative actions• Competing for “talent”	<ul style="list-style-type: none">• Revitalizing older commercial centers• Developer visions vs community benefits• Overhead power lines• Parcel size on older corridors• Redevelopment vs new development• Complexity of redevelopment and City’s role in redevelopment process	<ul style="list-style-type: none">• Maintaining affordability• Funding for City staffing• Connecting neighbors• Growing senior population• Expanding amenities and services• Implementing updated FEMA flood maps• Code enforcement difficulties	<ul style="list-style-type: none">• Potential legislative changes in TIF• I-35 & I-80 access between Ames and Des Moines• Increasing regional competition• Businesses with capital to invest• Crosswinds development• Increasing price of raw land• Seeking new office & flex space

Action Agenda 2015-2016

Goal: High Performing City Organization: Financially Sound, Providing Service Value

ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	PROGRESS	STATUS
Comprehensive City Facilities Plan	City Manager's Office	Policy - Top	Council Presentation: Plan and Preferred Option	<div><div></div></div> 100%	Complete
			Council Decision: Options and Direction	<div><div></div></div> 100%	Complete
			Council Update	<div><div></div></div> 100%	On-going
			Develop Financial Plan	<div><div></div></div> 75%	In Progress
Fire Station #3	Fire City Manager's Office	Policy - Top	Site Selection	<div><div></div></div> 90%	In Progress
			Prepare Budget Proposal - CIP	<div><div></div></div> 100%	Complete
			Council Decision: CIP Funding, Architectural Design, Engineering Site Preparation and Funding Mechanism	<div><div></div></div> 50%	In Progress
			Construction	<div><div></div></div> 0%	Not Started
			Staffing	<div><div></div></div> 0%	Not Started
Bond Referendum	City Manager's Office Communications	Policy - Top	Establish Timeline	<div><div></div></div> 75%	In Progress
			Determine Key Elements of Projects - Updated CIP Project Costs	<div><div></div></div> 100%	Complete
			Finalize Report	<div><div></div></div> 0%	Not Started
			Council Presentation and Decision (Language)	<div><div></div></div> 0%	Not Started
			Presentation: Plan to School District	<div><div></div></div> 0%	Not Started
			Develop Public Education Strategy and Action	<div><div></div></div> 10%	In Progress
			Election	<div><div></div></div> 0%	Not Started
Public Pond and Basin Study Storm Water Rate	Parks & Recreation Public Works	Policy - High	Consultant Submits Draft Study	<div><div></div></div> 100%	Complete
			Complete Study	<div><div></div></div> 100%	Complete
			Finalize Study	<div><div></div></div> 100%	Complete
			Council Workshop: Study Presentation	<div><div></div></div> 100%	Complete
			Council Decision: Adoption	<div><div></div></div> 100%	Complete
Diversified Revenue Sources Local Option Sales Tax	City Manager's Office	Policy - High	Prepare Report on Sales Tax	<div><div></div></div> 0%	Not Started
			Council Presentation: Report and Direction	<div><div></div></div> 0%	Not Started
Five Million Dollar Cap: Review	City Manager's Office	Policy - High	Prepare Report with Projections and Projects	<div><div></div></div> 100%	Complete
			Council Presentation: Report and Direction	<div><div></div></div> 100%	Complete
Classification and Compensation Study	Human Resources	Mgmt - Top	Define Scope and Develop Budget Proposal	<div><div></div></div> 100%	Complete
			Council Decision: Funding for Study	<div><div></div></div> 100%	Complete
Public Property Maintenance Service Evaluation	Public Works	Mgmt - Top	Evaluate Current Services, Service Levels and Providers	<div><div></div></div> 100%	Complete
			Develop Budget Proposal and Options	<div><div></div></div> 100%	Complete
			Council Decision: Service Level and Budget	<div><div></div></div> 100%	Complete
Water, Sanitary Sewer and Storm Water Rates	City Manager's Office	Mgmt - High	Complete Rate Study	<div><div></div></div> 100%	Complete
			Council Workshop: Rate Study and Direction	<div><div></div></div> 100%	Complete
Citizen's Survey	Communications	Mgmt - High	Final Approval: Survey Document	<div><div></div></div> 100%	Complete
			Complete Survey	<div><div></div></div> 100%	Complete
			Council Presentation: Receive and File	<div><div></div></div> 100%	Complete
Performance Compensation Evaluation	City Manager's Office	Mgmt - High	Define Scope and Develop Budget Proposal	<div><div></div></div> 100%	Complete
			Council Decision: Funding for Study	<div><div></div></div> 100%	Complete
Goal: Responsible Growth and Revitalization					
ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	PROGRESS	STATUS
Comprehensive Plan	Planning and Building	Policy - Top	Issue RFQ	<div><div></div></div> 100%	Complete
			Council Decision: Contract for Service	<div><div></div></div> 0%	Not Started
			Kickoff Comprehensive Plan Process	<div><div></div></div> 0%	Not Started
			Complete Comprehensive Plan	<div><div></div></div> 0%	Not Started
South Ankeny Boulevard Revitalization Plan	Planning and Building Economic Development	Policy - Top	Develop Targeted Incentive Plan	<div><div></div></div> 10%	In Progress
			Council Workshop: Review	<div><div></div></div> 0%	Not Started
			Redevelopment Plan - Incorporation into Comprehensive Plan	<div><div></div></div> 0%	Not Started
Comprehensive Citywide Traffic Study and Funding	Public Works	Policy - Top	Develop CIP Budget Process - Study	<div><div></div></div> 100%	Complete
			Council Decision: Traffic Study Funding	<div><div></div></div> 100%	Complete
Single Family Storm Water Detention Policy	Public Works	Policy - High	Finalize SUDAS	<div><div></div></div> 100%	Complete
			Council Workshop: Presentation	<div><div></div></div> 100%	Complete
			Council Decision: Resolution	<div><div></div></div> 100%	Not Required
Apartments/Multi-Family	Planning and Building	Policy - High	Council Presentation: Building Materials and Signs	<div><div></div></div> 100%	Complete
			Council Decision: Multi-Family Building Materials	<div><div></div></div> 50%	In Progress
School Location Planning and Future Growth	City Manager's Office	Mgmt - Top	Work with School Superintendent on Location of Elementary School #12	<div><div></div></div> 75%	In Progress
I-35 & NE 36th Street Development	Economic Development	Mgmt - High	Work with Developers and Specific Retailers	<div><div></div></div> 100%	On-going
			Market Area for Development	<div><div></div></div> 100%	On-going

Goal: Preservation of Ankeny's Hometown Feel						
ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	PROGRESS	STATUS	
Ankeny Entrance & Gateway Signage	City Manager's Office	Policy - High	Develop Plan	<div><div></div></div> 10%	In Progress	
			Council Workshop: Plan Review	<div><div></div></div> 0%	Not Started	
Older Parks Condition Assessment and Renovation Plans	Parks and Recreation	Policy - High	Complete Assessment	<div><div></div></div> 25%	In Progress	
			Develop Report with Projects and Costs for Improvements	<div><div></div></div> 0%	Not Started	
			Develop Budget Proposal	<div><div></div></div> 0%	Not Started	
			Council Decision: Project Funding	<div><div></div></div> 0%	Not Started	
Rental Inspection Program	Planning and Building	Mgmt - Top	Prepare Report	<div><div></div></div> 100%	Complete	
			Prepare Budget Proposal	<div><div></div></div> 100%	Complete	
			Council Decision: Direction and Funding for Program	<div><div></div></div> 50%	In Progress	
Christmas Lights	City Manager's Office Communications	Mgmt - High	Develop Short-Term Plan	<div><div></div></div> 100%	Complete	
			Lights and Decorations	<div><div></div></div> 25%	In Progress	
			Plan and Conduct "Holiday Event"	<div><div></div></div> 75%	In Progress	
Crime Free Multi-Family Housing Program	Police Department	Mgmt - High	Prepare Report	<div><div></div></div> 100%	Complete	
			Council Workshop: Report and Direction	<div><div></div></div> 100%	Complete	
Goal: Ankeny as a Successful Business Center						
ACTION	RESPONSIBILITY	PRIORITY	ACTIVITIES/MILESTONES	PROGRESS	STATUS	
Comprehensive Redevelopment Incentive Program Development	Economic Development	Policy - High	Develop Report with Options and Recommendations	<div><div></div></div> 10%	In Progress	
			Council Workshop: Redevelopment Incentive Policy	<div><div></div></div> 0%	Not Started	
Urban Renewal Plans: Update	Economic Development	Mgmt - Top	Complete Updated Urban Renewal Plans	<div><div></div></div> 20%	In Progress	
			Council Workshop: Urban Renewal Plans	<div><div></div></div> 0%	Not Started	